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*H. H. Parker.*

# H. Henry Baxter.

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Born January 18th, 1818.

Died February 17th, 1884.

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# Memorial.



## General H. H. Baxter.

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SUCCESSFUL career, especially where success has been achieved by manly straightforward effort, is always watched with keen and admiring interest during its progress, and at its close is held up in the pulpit, the press, and in biography for guidance, imitation and instruction. It is because of the great interest that the world takes in the sayings and doings of successful men that biography has been called the most attractive of all reading. When it is considered that the failures in life outnumber the successes by more than twenty to one, it is small wonder that we wish to discover the methods, modes of thought, and plans of action of those who know no such word as fail. Nothing better or more attractive can be offered for our contemplation than the careers of manly, enterprising, successful, self-made men. Among such men, GENERAL H. H. BAXTER held a conspicuous place.

His birth and early surroundings were good. His father, a man of fine presence and bearing, was a lawyer and judge of distinction in the State of Vermont. He intended to call his son to the bar, but, like Disraeli, young Baxter had no thought of remaining a clerk to an attorney, even though the lawyer was his own father. Like the great Hebrew statesman and orator, his motto was "the world's mine oyster," and he wisely concluded that he could not open the bivalve with the quill of a barrister. When he really got at it a crowbar was the lightest instrument he ever used, and dynamite and steam were active agents in removing the shell of the mollusk.

His business education began in Boston, where he was employed as assistant book-keeper in a prominent dry-goods commission house.

He had held this position less than a year, and was but sixteen years of age, when the head accountant was taken ill. Young Baxter was asked whether he thought he could fill the vacant place. His answer was "yes," and from that time until over-work compelled him to resign his place and seek rest among his native hills, he had entire charge of the accounts of his employers. The knowledge gained at the desk in Boston was of the greatest value to him in after-life. It made him a master of detail, a

point in which most men who plan and conduct great enterprises are sadly deficient. He knew not only the importance of keeping correct accounts, but knew also the great value of closing up, clearing up, and tying up, business transactions. His motto was "no loose ends—let us tie up and docket this operation,—and do it *now*." Half the failures in life come from a lack of this trait in business men. Back among the green hills he soon recovered health and strength and began to look about for a business in which he would be principal and not subordinate. He decided to open a store in Bel-lows Falls with a stock of general merchandise. Here occurred the first and last failure of his life. The broad-gauge open-hearted man knew not how to say "*no*"—whoever wanted goods got them, and when the non-paying community had worn out his dry goods and eaten up his groceries the business was closed.

In his case misfortune was really good fortune. Had he succeeded he might have lived the life of a prosperous retail country merchant and died leaving an estate worth twenty-five thousand dollars. But he was much too big a man in every way to be a clerk or a country store-keeper. In his next work he found vent for the dormant power that was within him. He was a born commander of men.

Had he been educated at West Point he would almost certainly have gained military distinction. To mass bodies of men and assault opposing forces, whether those forces were other men or were forests, rocks and streams, was exactly the kind of work he delighted in, and was fitted for. If he had been in command of an army there is no sort of doubt that he would have moved on the enemy's works, and there is just as little doubt that his men would have followed him. The towering form, the handsome honest face, and the cheery strong musical voice, were well calculated to inspire those whom he commanded with confidence. No doubt the possession of these qualities contributed in no small degree to his success as a railway contractor and builder. He knew and called his men by name, and took a kindly, generous interest in their welfare, and when he rode along the lines and said, "Tom, do this; Mike, do that," the ready response was "yis, Giniral." He began the successful work of his life by taking a contract to grade the depot grounds at Bellows Falls, and construct a few miles of railway leading from that place. He threw so much spirit and energy into the work and finished it so promptly and satisfactorily that he was employed by the Hon. Timothy Follett, President of the Rutland & Burlington R. R., to finish up a number of other con-

tracts which the original takers had failed to complete. This sort of work was especially congenial. A half-finished job was an abomination to him, and through his whole life whatever he undertook was as thoroughly performed as time, labor and expense could do the work. After completing the unfinished contracts of others, he next took one for himself. The grading and masonry on about twenty miles of the Western Vermont Railroad was awarded to him by public letting. He threw all his natural spirit and energy into the work, and its successful completion not only gave him prominence as a railway contractor and builder, but left him with a substantial profit. "To-morrow to fresh woods and pastures new." Leaving his native State he went into northern Ohio and built the Cleveland & Toledo road. Those who ride over this fine property—now a part of the Lake Shore & Michigan Southern route—in a palace car have little idea of the struggles of the energetic men who, in 1854, brought the work to successful completion. Dense forests to be cleared of trees and stumps, swamps to be crossed, hills to be levelled, and streams to be bridged, and all to be done with the imperfect machinery of thirty years ago, presented a mountain of labor which bold men might have shrunk from contemplating. At times during the progress of the

work it was impossible to ride over the route the engineers had surveyed even on horseback—wagon carriage being practicable only when the ground was frozen or after it was thoroughly settled in summer. Often in after life General Baxter would speak of the extreme difficulties encountered by himself and associates during the progress of the work, but labor conquers all, and he had a genius for directing labor; the result being that this, the most important work of his life thus far, was completed and handed over to its projectors within the contract time, and to their entire satisfaction. The enterprise brought him position and profit. He returned to Vermont a substantially rich man, and located at Rutland, which was thereafter his home in that State. Although he had as much money as would have enabled him to live a life of ease, he had no thought of giving up the activities of business. He was still very young—only in his thirty-seventh year—and idleness had no attractions for the active energetic man who had been on horseback most of the time for the ten previous years, riding along the muddy highways and byways of Vermont and Ohio, giving directions to hundreds of laborers and having general supervision over the construction of important public works.

His next business venture showed his natural

taste for out-door work and for directing the minds and energies of others. In company with two associates, he bought the well-known marble quarries at Rutland, and took personal control of their management. His desire for supreme command soon led him to buy out his partners, and from that time until he sold the property to parties in New York, represented by Leonard W. Jerome and the late Elisha Riggs, he managed every department of these famous quarries with energy, ability and success. His whole attention, however, was not given to business. Stirring events were attracting the attention of the nation and, indeed, of the civilized world. Lincoln had been elected ; South Carolina had passed a formal ordinance seceding from the Union, and the whole country was agitated and racked by the throes which preceded our civil conflict. There is no doubt that the entire North, and thousands of conservative men in the South, shrunk with horror from the contemplation of internecine strife. Amongst the means taken to avert it was the assembling of the historic Peace Convention, called to meet at Washington. The delegates to this Convention were appointed by the Legislatures of the various States, and they were earnestly besought to send to Washington practical, clear-headed, conservative men, and not politi-

cians of extreme views, either from the North or South. High hopes were entertained that the deliberations of the Convention might result in averting civil war, and its *personnel* was closely scanned and freely criticised. To this Convention, General Baxter was appointed as one of the delegates from the State of Vermont. So deep was the interest felt regarding the result of the Convention's labors, that the newspapers of the day published short sketches of the lives, careers and personal appearance of the delegates who composed it. General Baxter could not have helped being a conspicuous figure among his fellows if he had tried. Nature made him so, and he could not undo her work. His towering form, open, manly face and affable manner at once made him a favorite with the whole body of delegates. Southern men saw at least one "mud-sill" who was made of finer clay and cast in a more heroic mould than any one of themselves, and it was soon found that his good sense and good judgment were quite equal to his good looks. The failure of the Convention to reconcile the differences that existed between the contending sections is now a matter of history. Mr. Seward, our most philosophical statesman, with the possible exception of Mr. Calhoun, had correctly stated the position of the North on the slavery question as

being "an irrepressible conflict between opposing and contending forces." General Baxter, with his clear, practical sagacity and sound judgment, saw that the conflict was at hand. No abasement or surrender that could have been dictated to the North would have long averted the inevitable. Peace with honor he was willing to strive for; but he would hardly have been welcomed back among the green hills of his native State—popular as he was—if he had been willing to surrender one jot or tittle of the honor or conscience of the North, or one iota of the principles which had triumphed in the election of Lincoln. He, however, was a thorough believer in those principles, and had not the remotest thought of yielding them under any pressure or at anybody's dictation. He went from Washington to Montpelier and told Governor Fairbanks there was going to be a war, a long and bitter war, and the best thing Vermont could do would be to make preparation to bear her share in the conflict. It is difficult now to comprehend the feeling, at that time almost universal, that in some way bloodshed would be avoided. Even after Sumter had been fired upon, Governor Seward, wise and sagacious as he was, predicted that the whole thing would be over in ninety days, and there were few military men who did not think that the 75,000

troops first called for by the President would be ample in number to suppress the revolt. It was mainly owing to the different views held by General Baxter that Vermont was ready to respond so promptly to the President's call. No one except an eye-witness can have any idea of the enthusiasm with which the first troops from the North and East were received in New York as they marched through our streets on their way to the seat of war. Their movements were fully chronicled by the press. The date and hour of arrival, the route through the city to the point of embarkation, where recruited, and by whom officered, were carefully detailed. If it was a Massachusetts, Rhode Island or Connecticut regiment, natives of those States long resident in New York made ample preparation to give the boys a hearty welcome and an earnest God-speed. Those who saw the first troops from Vermont file down Broadway will never forget the scene. The street was packed with one dense mass of humanity. From a thousand windows along the way, countless eyes looked forth. Flags and handkerchiefs fluttered in the air, and cheer upon cheer broke forth as the brave boys marched by. They were given no chance to doubt that the descendants of the men who had fought with Allen at Ticonderoga, and Stark at Bennington, held a high place

in the regard and affection of their fellow-citizens of New York. General Baxter rode at the head of the column. It was largely due to his liberality and energy that so fine a body of well-organized and equipped men was so promptly on its way to take part in the great struggle. He was not then forty-four years of age. Time had not bowed his stalwart form, although it had already silvered his locks. There was one continuous acclaim of admiration and enthusiasm as he piloted the Green Mountain boys to their point of departure. It may be safely said that the man on horseback was one of the best specimens of American manhood who ever rode down Broadway at the head of a body of troops. The enthusiasm of the early hours of the great struggle for the Nation's life was never repeated ; it gave way to a steadfast purpose and unyielding determination which delay and defeat only intensified and strengthened. But it is well to commend the patriotic, intelligent and well-directed efforts of General Baxter in support of the government at that critical period of its existence. Let it not be supposed that enlisting and forwarding the troops of his native State was for him a labor of love. On the contrary, he had a loving, pitying tenderness for the brave boys who went to lay down their lives that the Nation might live. With many of the of-

ficers and not a few of the men he was personally acquainted. Colonel Roberts, of the Seventh Vermont Volunteers, who was killed in battle, was his wife's brother, and Colonel Holbrook, who succeeded him, was the son of Governor Holbrook, General Baxter's life-long friend. He might well have said to them :

“ I could not love you half as much,  
Loved I not honor more.”

But his first solicitude was for his imperilled country, his next that Vermont should do her whole duty to avert the peril. His watchfulness over the men he had sent forward never ceased. Learning that a regiment of them had been stationed in the far South, where they were fast being thinned by malarial and miasmatic fevers, he went to Washington and represented the facts to Mr. Lincoln ; told him that these boys were accustomed to pure air and a bracing atmosphere, that it was worse than useless to leave them to perish in Southern swamps, and begged that the half-decimated regiment might be sent home, recruited to its full strength, and return to active service farther north. The kind-hearted President at once granted the request.

General Baxter's pay as Adjutant-General of the State of Vermont was \$75 per annum. There is

no doubt that he spent from his private fortune, in arming and equipping troops and paying bounties, more thousands than he received dollars in any one year for his services to the State. He was emphatically one of the men who did not make money out of the war. When it ended, General Baxter, who no longer had any business interests of importance in Vermont, removed to New York, where he at once became conspicuous, associating with men of mark in finance and railway management. His first large venture in Wall Street was made in connection with the late Henry Keep, whom he joined in a movement to advance the price of Michigan Southern Railway stock. The operation was very profitable, and from that time until the death of Mr. Keep, he and General Baxter maintained a cordial intimacy, and were interested together in many important business enterprises. Their next great move was to obtain control of the New York Central railroad. Mr. Keep was made President, and the management succeeded in having a law enacted at Albany, raising the passenger fares from two to two and a half cents per mile. Governor Fenton, however, vetoed the bill, and Mr. Keep shortly after resigned the presidency of the road. General Baxter succeeded him and remained at the head of affairs, until the property passed into the hands of

Commodore Vanderbilt. He was the only one of the old managers retained for any length of time by the Commodore, and it was because of his persistent advice to provide ample terminal facilities for handling the business of the road, that the Grand Central Depot was erected and Grain Elevators built on the North River to accommodate that department of traffic.

Meantime, General Baxter was engaged in other important enterprises. In connection with Mr. Keep and others he obtained control of the Chicago & Northwestern Railway Co., and advanced the stock from 40 to par. He was a director of that Company for a number of years. About the year 1869, he practically retired from business. He was, however, never idle. He busied himself about this time in erecting a handsome country house in Rutland, Vermont. This residence with its surroundings is one of the finest in the State, and will long remain a monument of his good taste. He also established the Baxter National Bank at Rutland, and built a fine banking house for its accommodation. He was practically the owner of the bank, which is one of the soundest financial institutions in New England. In the summer of 1870, he joined Mr. Trenor W. Park in buying the Emma silver mining property in Utah. To purchase this

property he advanced nearly \$400,000 in cash, and it is absurd to suppose that he did not fully and honestly believe in the great value of the mine. Men of his experience and shrewdness do not part with nearly half a million of good money for property that is at best precarious upon the chance that they may resell it to some one for a profit. The value of the mine had been irrefragably demonstrated. The ore was of exceeding richness. Hundreds of tons of it had been shipped to New York, to Liverpool and Swansea, and the result in solid silver had been ascertained by assayers in those places. The mine was worked by its owners and for its owners for many months with most gratifying results, and without any thought on the part of General Baxter of selling it to any one at home or abroad. He was satisfied and delighted with the property, and thoroughly believed it would yield him a large return upon his investment. Meanwhile the fame of the mine had attracted attention abroad. Its ores had been reduced and assayed at Liverpool and Swansea, and English chemists and smelters were aware of their extraordinary richness.

A proposition came from London to organize the property into a stock company, and place the shares in that market. Mr. Park went there, and,

after consultation, an agreement for the sale of the mine to an English company was concluded. Before the papers passed or a share of stock was offered for sale, the buyers sent their own mining experts and a geologist to Utah to examine the property. Their unanimous report was that nothing that had ever been said about its richness and value was equal to the simple truth. The trade was completed and the stock was brought out on the London market. Englishmen had made a minute examination of the mine, they had assayed the ore, and they fixed the amount of capitalization. No fairer or more open trade was ever made. The stock was eagerly taken and soon sold at a large premium. The English promoters of the company made more than \$3,000,000 by the scheme. If any one was wronged, Englishmen wronged Englishmen. But the fact is that no one was wronged. The transaction differed in no way from hundreds of others which have been brought forward, some of which have succeeded, and some of which have failed. There is no certainty that if the mine had continued under the management of private parties it would not have been to-day a valuable property. There are plenty of experienced miners who believe that it still contains large quantities of paying ore. Whether this be so or not, there is but

one rule to govern all such transactions—*Caveat emptor*. The Courts so decided.

Suit was brought in the United States Court in New York City before Judge Wallace by parties claiming to represent English shareholders, the ground of complaint being that fraud and misrepresentation had been used in regard to the property and in placing the shares on the London market. The allegations utterly failed. After a long and exhaustive trial the jury found promptly for the defendants. Further and final litigation confirmed the original verdict against the English complainants, and fully established the fact that the sale of the mine was open, free and fair, and that no misrepresentations of any kind were made regarding it. If the mine had continued to yield as it was doing at the time of its transfer to the English company, the shareholders would have received in dividends ten times their original investment. That it was badly worked, allowed to be flooded and finally abandoned, was no fault of its venders. There is no doubt that General Baxter made money in this undertaking, but is there a capitalist anywhere, or was there ever one, who would put \$400,000 at risk in a mining enterprise unless there was a chance of getting back many times the original investment? General Baxter's profit was small in proportion to

his risk, and he was as fairly entitled to it as he ever was to any dollar that he ever made.

Other things actively engaged his attention about this period. In Vermont he purchased a large and beautifully located farm about two miles from Rutland, and fitted it up as a breeding place for thoroughbred stock of all descriptions. It was a pet scheme, and into it he literally poured his ample means. The surplus labor of the town and surrounding country was employed in making it as perfect as possible. The old railroad building life came back to him as he rode about the fields giving his men directions in their work. If an able-bodied man approached him in Rutland and asked aid, he would say to him: "You look as though you could pick stone or pitch hay. Go down to my farm and tell my head man to set you to work, and come up to the Bank Saturday night and get your pay." It would be interesting to know how many thousand days of labor and how many thousands of money were expended upon this complete and handsome farm. The care of it, and of his house and grounds, engrossed a considerable part of his attention in summer. His winters he passed either at his home in Fifth Avenue, New York, or in Florida. Business he did not wholly put aside. In the period between 1875 and 1880 he was a director in the Pa-

cific Mail Steamship Company, the Hannibal & St. Joseph Railway Co., the Panama Railway Co., and the Continental National Bank of New York. He bought quite largely of the Bank stock when it was at a low figure. It is now one of the soundest and best managed institutions in the city—paying dividends at the rate of 10 per cent per annum. He was an early and large investor in the bonds and stock of the Pullman Palace Car Co., and supported Mr. Pullman's enterprise at a time when few were willing to embark in it. The flattering success of the Company and the solid dividends he received for many years are proofs of his sagacity and business forecast. He had a habit of always keeping large sums of money at command. This enabled him to act at times when others were powerless. In the panic of 1873 he bought securities while the Stock Exchange was closed which he sold within ninety days at a large profit. While a confirmed invalid, he invested \$100,000 in the Construction Company which built the elevated roads in New York, and realized more than \$200,000 profit therefrom. Numerous other instances of his boldness and good judgment might be cited, but these are sufficient to illustrate his business capacities. He did not know how to make a hundred dollars or a thousand, but he knew how to make a

hundred thousand. Little matters he had no taste or time for. An instance may illustrate this. He loaned to a friend a small sum of money, taking \$5,000 of Lake Shore bonds as security. The transaction resulted in his taking the bonds in adjustment. Handing them to his broker, he said, "Go and sell them." The broker ventured to suggest that they were a good security to keep. "Oh," said he, "I know they are good enough, but I don't want to be bothered with five thousand dollars worth of anything."

Emerson says: "Wealth is an application of mind to circumstances. It does not consist in industry, much less in economy, but in a better order, in forethought, in being at the right spot." General Baxter was not industrious in the general sense in which the word is used, and he certainly was not economical; but he was frequently at the right spot, and was always well provided with means to take advantage of the opportunities which the "right spot" afforded. Hence he is as good an example as could be cited of the Concord philosopher's idea of the way wealth is gained.

From what has been said of him, a general idea may be formed of his personal characteristics. He was open, affable and charitable. He was a stranger to deceit and subterfuge. He greeted the

laborer, the mechanic and the tradesman in the streets of Rutland with as much cordiality as he did the clergyman, the judge or the banker. "Withhold not thy hand," was to him the law and the gospel. He gave freely wherever assistance was needed. Although not a communicant, he was a liberal contributor toward the building and subsequent support of the Episcopal Church in Rutland. His bounty, however, was not hedged in by race or creed, but was shared alike by Catholic and Protestant. If he had been a candidate for office he would practically have polled the votes of every laborer in the vicinity. His greatest and truest benevolence, however, was not in almsgiving, but in the employment he gave during all his active life to so many scores and hundreds of persons. When an able-bodied man accepts alms, he has taken the first step toward degrading his manhood and becoming a public charge. He who gives him work and wages is much more his benefactor than he who gives him money. The soldier languishing in a Southern prison, or the laborer prostrated by disease, always commanded his sympathy and his purse. "Sick and in prison, and ye visited me!" How much beyond human possibility is the promised reward!

In social life he was an attractive and welcome

figure. In his handsome home in Rutland he dispensed an old-time baronial hospitality. His guests came and went at pleasure from June until October. Billiards, bowling, croquet, lawn-tennis, music, dancing, four-in-hand driving and picnicking made the time pass merrily in and out of doors. There were no dinner-parties, because each day there was a dinner-party. While his strength remained, he was particularly fond of every proper and healthful kind of sport and amusement. He sang a good song, told a good story, enjoyed a good play, and was a sunshiny, cheery companion. His presence was welcome in the counting-house, in the director's room, in the club, at the festive board and in the drawing-room. His wardrobe was rich, tasteful, ample and becoming, but he was as far removed from anything like foppish affectation in dress as possible. The clothes and the man were suited to each other, or went well—*va bien*—as the French say about a tasteful, well-fitting wardrobe.

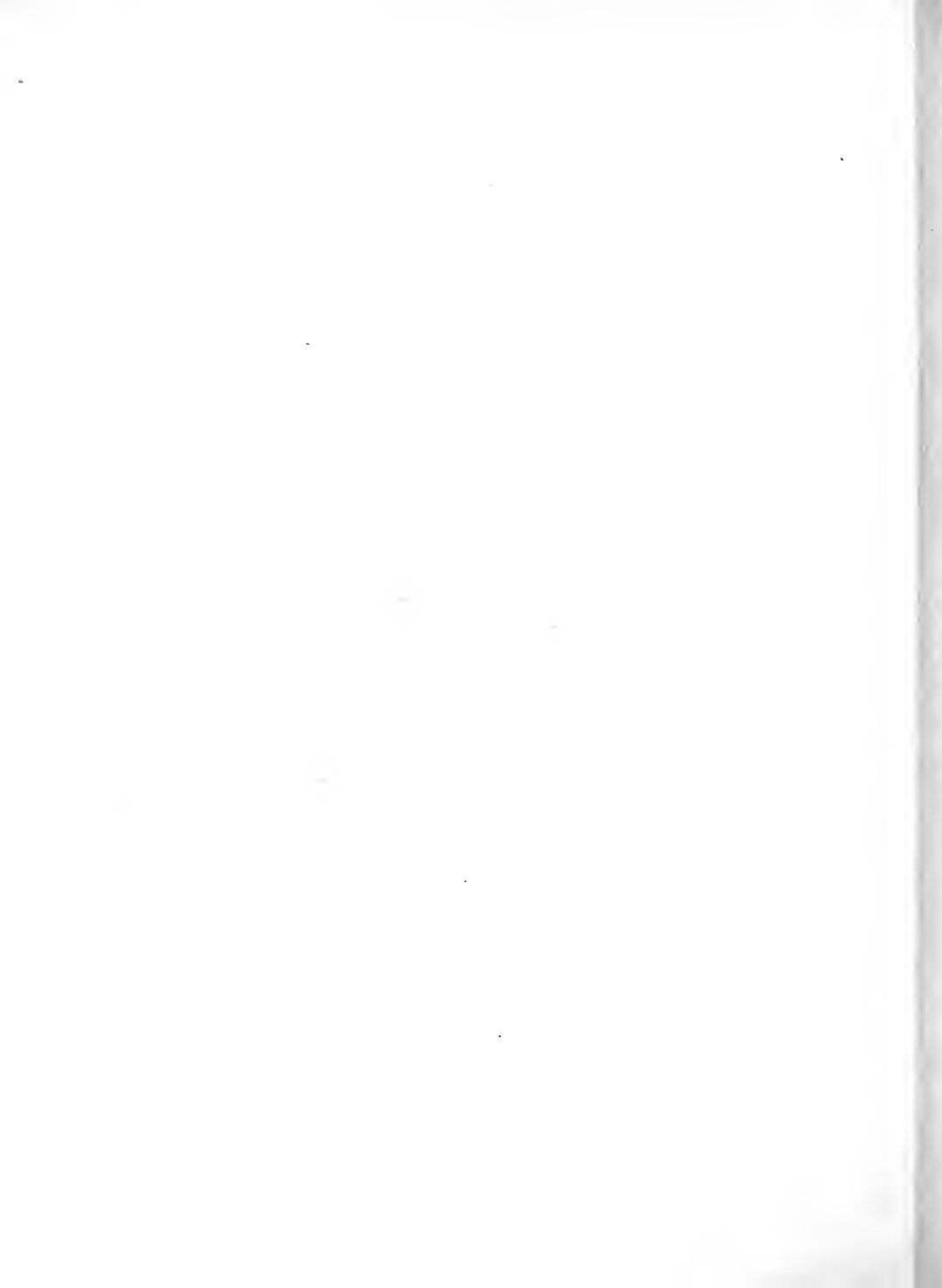
For the last eight years of his life he suffered from a complication of disorders which practically closed his active career. He bore his illness with unflinching fortitude, and fought the battle for life inch by inch, and with a faith and courage that would have removed mountains. At times it seemed as though he would triumph for a while over the

last enemy and regain his health, but exhausted nature finally abandoned the unequal contest, and he passed away peacefully, having full possession of himself, and arranging all matters connected with his large estate so that a stranger could have settled it in a day. At the desk in Boston, nearly half a century before, he had learned to keep a clear and explicit record of all business transactions, and the habits there formed were never abandoned.

What are the lessons taught by such a career? They seem to be, first, that in order to succeed largely a man must not only be clear-minded, active and energetic himself, but he must know how to employ the minds and energies of others in furtherance of the work in hand. Second, that success may be achieved without resort to questionable methods, and that deceit and chicanery, so far from being desirable elements of character, are in a great majority of instances a bar to good fortune. A great rascal may build up a great estate and keep it; but he is an exception, and is usually a man of uncommon genius and ability. The great majority of dishonest men end their lives in poverty and disgrace. Lastly, it may be said that General Baxter will not be remembered so much because of his success in life, as for his sterling qualities as a citizen, a neighbor and a friend. Scores of men have acquired

greater wealth, but few have used it for public and private ends more worthily than he. The best estimate of a man, "take him for all in all," is what his tenants, his employés, his friends and his neighbors say of him when he has gone. Judged by this estimate, the career of General Baxter goes far toward answering in the affirmative the question now so often asked, "Is life worth living?"

**Tributes.**



## WHAT IS WEALTH ?



GENERAL BAXTER, whose body was borne to the grave yesterday, was a rich man ; he was rich in the material sense of the word, rich in wealth that he had won by his youthful energy and enterprise and the confidence with which his display of these qualities had inspired his fellow-men ; but while General Baxter was rich in this sense, we are glad to say that he was always rich in a far higher sense : he was rich in natural gifts of body, mind and heart, and it was the tenacious and inspiring memory of his attractive and impressive personality in his days of activity that makes Rutland mourn him sincerely and recall him with pleasure and respect. If General Baxter had lived and died a comparatively poor man, he would have been followed to the grave by quite as large a concourse of persons as formed his funeral yesterday. Why ? Because his personality was of the sort that creates friends and popularity without much reference to whether he is rich or only moderately successful. Nature gave him a

handsome face and a tall stately figure, and these rare physical advantages go far to prepossess men in favor of the exceptional man to whom they are given ; nature also gave General Baxter a genial and generous nature ; he was a bold, frank man ; he liked to be successful, but his methods were those of gallant assault and open warfare, not those of stratagem ; he had nothing of the financial fox or burrowing, grovelling mole about him ; he ambushed no foe ; it was always with him upright and downright field fighting, and when he won he always used his victory generously ; he was not a sordid man in any sense, and with all his remarkable gifts of person he never gave any suggestion of a dandy aristocrat or snob in his dress or manner ; what he won fairly he was disposed to dispense with a royal hand ; he was warm-hearted and hospitable ; quick to resentment, but there was no cowardly craft or deceit about him ; in his days of activity no man was ever a more manly or generous citizen of Rutland than General Baxter ; he leaves nobody behind him that has equalled or promises to equal his royal record in this respect. He had his faults of character and temper, as the best of us have, but the popular tribute paid his memory yesterday was extorted by a sincere respect and kindly regard for his real riches of manly character and courteous

bearing among his fellows rather than to any thought of his pecuniary power and consequence while in life. The people were sorry when their handsome and genial neighbor and friend was prostrated in the prime of his life by incurable disease, and while his compulsory inactivity has necessarily made him a less visible and potential figure than formerly, to-day their memory of him is that of twenty years ago when he strode the streets with the port and stately bearing of a natural king among men ; a frank, kindly, brave, honorable and hospitable man ; a man who would not tamely submit to wrong, but would accept or offer apology for wrong wrought with equal quickness. When a man is dead the people view him with just and generous glance ; they cease to care about his coincidents, his social accidents ; they forgot all his petty faults of temper or impulsive action ; they look at him in a large way ; they ask themselves, have we lost a man in the main of large, kindly and generous dimensions ; shall we miss his personality ; shall we remember any warmth of heart and honest humanity of feeling when he is gone ? We think we pay but a just tribute to General Baxter's memory when we say that nature made him so captivating, attractive and impressive a figure that had he died in very moderate circumstances he would have been followed to the grave

by about as many troops of friends as yesterday paid respect to his remains, from the whole length of this side of the State. And it is this sense of the essential riches of the man; the impalpable, immortal wealth that every man at once takes out of this world with him and yet leaves behind him as a precious memory, that brought the great mass of mourners to his funeral yesterday; it was the homage of his fellow-citizens paid, not to his wealth, but to his essential manhood. "General Baxter," said a farmer to us yesterday, "was a good deal more than a rich man; he was always a man among all classes of men; he was a frank, bold, honest, honorable man of business; he had a pride that lifted him above the temptation of trickery." It is something to lose a wealthy man from the activities of business, but the memory of General Baxter that prompted the respect paid him yesterday was based and rooted in the popular feeling that the deceased was rich in that sort of manhood that makes his personality sorely missed and mourned whether he dies rich or dies poor. General Baxter was a man, who, when dead, it is easy

"To think of some generous deed, some good word spoken,  
Of hearts bound up he found all sad and broken."

It was this manly, generous side to General Baxter that moved his fellow-citizens chiefly to follow him

so largely to his honored grave. The immortal part of General Baxter, in this world and the next, is the good that he has wrought rather than the wealth that he won ; he won it honorably and he used it kindly and generously ; he was a whole-souled man, and he is gratefully remembered for his manhood, not for his money ; he is gratefully remembered because he always remembered the friends of his young, struggling manhood, because he remembered their children, because he used his wealth sometimes "to soften the weight of adversity's touch on the faded cheek of a fallen man ;" for these things that are the immortal part of him, General Baxter is gratefully remembered, and the lesson is a plain one ; men are not remembered or honored after death because they are rich, but according as they won their riches fairly and used nobly or ignobly what had been ably and honestly won.—*Rutland Herald and Globe*, Feb. 21, 1884.

LETTER FROM EX-GOVERNOR HOL-  
BROOK OF VERMONT.

52 BOYLSTON STREET,  
BOSTON, April 16, 1884.

MY DEAR MRS. BAXTER :

Your note of the 11th inst. was forwarded to me here, where I am visiting my niece Mrs. Dr. Wm. P. Wesselhœft for a week or two. The Peace Conference occurred in the spring prior to my election, and General Baxter's appointment as a delegate was by Governor Fairbanks. The Adjutant-General's appointment is by the Legislature, and not by the Governor, unless to fill an unexpired term, made vacant between the sessions of the Legislature. He was elected to the office by that body. I should most certainly have appointed him to both these places had it been for me to make the appointments.

When I came to the office of Governor, I appointed General Baxter my chief of staff, which place he held throughout my administration, and rendered to me, the State of Vermont, and the General Government most valuable service. There

was probably not a month in the entire period that he did not go on some mission of public business outside the State, as well as be with me more or less at Brattleboro.

His services were gratuitously and most cheerfully rendered. His natural and intuitive perceptions in all business matters were remarkably quick and clear, his judgment most excellent, and his business capacity unrivalled. I had the greatest confidence in his qualities in these regards, and his large experience in practical affairs was of very great value in those trying times of the war, when everybody in office was put oftentimes to the severest tests to determine just what should be done. The people of Vermont never knew of the extent and value of these gratuitous labors of General Baxter, and will probably therefore never fully appreciate them. But I knew them well, and they were of great value to myself as well as to the State. I felt the attachment of a brother to General Baxter, as well as high regard for his abilities as a man, and had entire confidence in his honor and integrity of character.

I am, with high regard, your friend,

F. HOLBROOK.

LETTER FROM PRESIDENT EDMUND  
D. RANDOLPH.

CONTINENTAL NATIONAL BANK,  
NEW YORK, February 20, 1884.

*Hugh H. Baxter, Esq., 588 Fifth Avenue,*

MY DEAR SIR :

To-day being our first meeting since your father's death, the painful duty devolved upon me of formally presenting to our Board the loss of an associate who had always been so true a friend of the bank and of us all ; and there followed from each director in turn, kindred expressions of sincere regard and of appreciation of what your father had been to the bank and to the community, which I am sure it would have been grateful to your feelings to hear.

Mr. Agnew then presented the following commemorative record to be made upon the minutes :

“On motion it was ordered that record be made on the minutes of the death, after long illness, on February 17, 1884, of General H. H. Baxter, who was elected a director of the Continental National Bank, January 13, 1874, his associates desiring thus

to give expression of their regard and esteem for him, of their sorrow at his death, and of their recognition of his unvarying interest in the welfare of this bank."

Although your father's visits to the bank have necessarily been infrequent since I have been in office, yet the cordial relations which it has been my good fortune to enjoy with him throughout that period, make me fully appreciative of what I have lost, and the bank has lost, through the long illness which deprived us of his attendance and valued counsel.

Asking your acceptance for yourself and for Mrs. Baxter, of the sincere sympathy of myself and my fellow officers and directors,

I am very truly yours,

EDMD. D. RANDOLPH, *President.*

## RESOLUTIONS.

THE following resolutions of respect were passed by the directors of the Baxter National Bank of Rutland, and spread upon the records :

*Resolved*, That this board has heard with deep regret and sorrow of the death, in New York City, of General H. Henry Baxter, our late capable and faithful president.

*Resolved*, That as a testimony of respect for the memory of the deceased, this bank be draped in mourning and closed upon the day of his funeral, and that its officers and directors attend the same in a body, wearing the usual badge of mourning.

*Resolved*, That we hereby tender to the family of the deceased our deepest sympathy in their sad bereavement, and that a copy of these resolutions be transmitted to them by the cashier.

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AT a meeting of the directors of the Clement National Bank, held this day, it was voted to close the bank at 1 o'clock P.M., on the 20th of February,

on account of the funeral of General H. H. Baxter, and as a mark of respect to his memory. The officers and directors of the bank are requested to meet at our banking rooms at 1:30 o'clock to attend the funeral in a body.

P. W. CLEMENT, *Cashier*.

RUTLAND, VT., February 19, 1884.

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At a meeting of the directors of the Killington National Bank held to-day, it was voted to close the bank at one o'clock P.M., on February 20th, because of the funeral of the late General H. H. Baxter.

GEO. K. MONTGOMERY, *Cashier*.

RUTLAND, February 19, 1884.

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At the regular meeting of the directors of the National Bank of Rutland, held this day, it was voted to close the bank at 1 o'clock P.M., on the 20th day of February, 1884, by reason of the funeral of General H. H. Baxter.

CHAS. W. MUSSEY, *Cashier*.

RUTLAND, VT., February 19, 1884.

ON account of the funeral services of General H. Henry Baxter, late President of the Baxter National Bank, said bank will be closed for business the entire day of Wednesday, February 20, 1884.

GEO. R. BOTTUM, *Cashier.*

## Press Notices.



## THE DEATH OF GENERAL BAXTER.



OUR citizens will learn with deep sorrow that General H. H. Baxter is dead ; he died in New York city at nine o'clock Sunday evening. While his death was not unexpected, as he has been for many days past in a sinking condition, nevertheless the deceased has been for so many years a popular and familiar figure in this community, that the news of his demise will be painful intelligence here, where he has lived for a long time, and by his generous and hospitable nature had endeared himself to so many of our people of all classes and conditions of life. Horace Henry Baxter was born in Saxton's River, January 18th, 1818 ; he was the eldest son of Horace Baxter, Esq., who was for many years a practising lawyer in Rockingham, Judge of Probate, and a very popular and eminent citizen of Windsor county. Judge Baxter was a very handsome man, and from him General Baxter inherited the manly beauty of face and figure and the affable disposition and attractive manners for which he was distinguished during all his active life.

General Baxter was married to Eliza Wales, of Bellows Falls, December 21st, 1841, who died September 8th, 1849, leaving no children. For his second wife General Baxter married Mary E. Roberts, of Manchester, Vt., December 18th, 1851. By her he had two children—Henry, born May 18th, 1856, who died March 20th, 1860; and Hugh Henry, born October 2d, 1861, who survives him. Of his immediate family, two brothers survive—A. Sidney Baxter, of New York city, and John N. Baxter, of this village. General Baxter commenced life as a clerk in the establishment of Blake & Appleton in Boston, and after a few years returned to Bellows Falls and engaged in mercantile business with indifferent success, and abandoned it about the time of the construction of the Rutland & Burlington Railroad, of which Hon. Timothy Follett was then president, under whose administration he was awarded the contract for grading the depot grounds at Bellows Falls and the construction of some three or four miles of railway from Bellows Falls. This kind of work was congenial to his tastes, and his natural spirit and energy were shown by his rapid and successful completion of this contract. It was first finished and accepted on time, and the manner in which the work was done was so satisfactory to President Follett that he was employed by the

company to finish up contracts of other parties between Bellows Falls and Rutland, which for various reasons the original contractors had failed to perform. About this time there was a public letting for the construction of the Western Vermont Railroad (now Bennington & Rutland Railroad), for which he made proposals, and had awarded him the grading and masonry on about eighteen miles of the line, Factory Point being about midway, and where he, during the performance of the work, maintained his business office and residence. Following this he went to Ohio, taking with him as associates Mr. Chandler and Mr. Brown, of Cuttingsville, and obtained the contract for grading and laying the iron for the entire road then known as the Cleveland, Norwalk & Toledo Railroad. In all these enterprises he was eminently fortunate and successful. Returning from Ohio in the year 1854, he located in Rutland, and soon after, with associates, purchased of William F. Barnes the marble property at West Rutland, of which he subsequently became the sole owner, and which he caused to be incorporated, and was afterwards known as the Rutland Marble Company. In the year 1861, seeing the need of greater banking facilities in Rutland, he was mainly instrumental, against vigorous opposition, in procuring a charter for the Rutland County Bank,

in the organization of which certain methods were resorted to which he considered unfair, resulting in depriving him of the controlling management of the institution he had labored to establish. The treatment thus received, more than anything else, induced him to withdraw his business interests from Rutland and make his residence in New York. In 1863 he made a sale of the Rutland Marble Company's property to New York parties, and soon after engaged in business in the city of New York, always, however, spending his summers in Rutland, and taking an active interest in all that tended to promote her welfare. He was the founder of the Baxter National Bank, of Rutland, of which at his decease he was president. This is one of the strongest financial institutions in the State, and occupies an elegant structure, built specially for its use by General Baxter. Previous to the appearance of a disease commencing nearly ten years ago, and which he has endured with heroic fortitude, and to which he had partially to yield, he was an active participant in the direction of several railroads, banks, etc.; and for the year previous to the occupancy of the Vanderbilt party, was president of the New York Central Railroad. During his residence in Rutland he took an active interest in town affairs, in her public buildings, streets and various or-

ganizations, to the success of which he always contributed with a liberal hand; he filled the place of selectman and highway-surveyor, and was at one time Captain of the old "Rutland Light Guard;" he was Adjutant-General under the administrations of Governor Fairbanks and Governor Holbrook. He mustered in the early regiments of the State, commencing with the firing on Fort Sumter, and was a member from this State of the celebrated Peace Convention, appointed by Gov. Fairbanks.

He was among the corporators of the Evergreen Cemetery, and always took a deep interest in its adornment.

He, with a few others, was instrumental in the building of the present Episcopal Church, and to these and all other matters which concerned the welfare of the town he was always ready to lend a helping hand.

His taste in the matter of house and grounds and making them beautiful to the eye was something wonderful. Probably there is not in the State a private residence which has so charming a site and beautiful surroundings, and his stock-farm, with all its appointments, combines in a wonderful manner the useful and beautiful, and these with the bank building are left as monuments of his taste.

In carrying out his plans it was always done with a lavish hand, and he delighted in giving work and employment to a large force of laborers, whom he always greeted cheerfully, and not a few will shed tears to know of the death of their patron.

He was genial and affable ; his address was that of a gentleman in his daily intercourse with everybody, and, take him for all in all, we shall not soon look upon his like again.—*Rutland Herald and Globe*, Feb. 21, 1884.

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### GENERAL H. H. BAXTER.

GENERAL H. H. BAXTER, once a well-known railroad magnate and a successful operator in Wall Street, died at 9 o'clock last evening, in his residence, No. 588 Fifth Avenue, at the age of 66 years. General Baxter was born at Saxton's River, Vt., in the year 1818. He was a son of Judge Horace Baxter, of the Superior Court of the State. He attained only a common-school education in Bellows Falls, and at the age of 16 years went to Boston, where he became a clerk with a large mercantile firm. He remained in that position until he was 21 years old.

Soon afterward he began business in his own name and became a railroad contractor. His first contract was the construction of the Rutland and Bennington Railroad, and he next went to Ohio and built the Cleveland & Toledo Railroad. He came to New York and became a large speculator in Wall Street. He was a director of the New York Central when Commodore Vanderbilt acquired control of the road, and was the only one of the Directors who was retained under the new management. He succeeded Mr. Keep as President of the New York Central Railroad, and was an intimate friend and confidential adviser of Commodore Vanderbilt until the latter's death.

At the beginning of the war Mr. Baxter was living in Rutland, Vt. He was appointed Adjutant-General of the State by Gov. Fairbanks. Gen. Baxter personally superintended the fitting out of the several Vermont regiments, and personally assumed a large share of the expense. At the close of the war he established the Baxter National Bank of Rutland, where he was the sole proprietor of the celebrated Rutland Marble Quarries. Mr. Baxter built an elegant residence in Rutland, and established the most valuable and complete stock-farm in Vermont. He was an ardent Republican, and evinced a deep interest in politics, but he was never

a candidate for any public office. He was a member of the Protestant Episcopal Church, and the edifice of that denomination in Rutland was erected mainly through his benevolence. He was also eminently charitable, and subscribed largely for all benevolent objects in Rutland and this city. During the last seven years Mr. Baxter has been an invalid, and for the last five or six months he has been confined to his house from disease of the heart and kidneys, which ultimately caused his death. He leaves a widow and one son, who has just attained his majority. Funeral services will be held in the family residence on Fifth Avenue to-morrow afternoon, after which the body will then be removed to Rutland for interment.—*New York Times*, Feb. 18, 1884.

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### H. H. BAXTER.

H. H. BAXTER, the well known railroad contractor, died last night at his house, No. 588 Fifth Avenue. He had been sick seven years with diseases of the heart, kidney and liver, and died from exhaustion. General Baxter was born at Saxton's River, Vt., in 1818, the son of Judge Horace Baxter, of the Vermont Supreme Court. While

still a young man he went to Boston, and there became a clerk in a mercantile house. Shortly after reaching his majority, a contractor who was building a railroad from Boston to Burlington was compelled by various reasons to relinquish his contract. Young Baxter took it up and finished the road successfully. After his good fortune in New England he went to Ohio, and after building several railroads there came to this city about 1860. He was made President of the New York Central, succeeding Mr. Keep. When Commodore Vanderbilt obtained control of the road he turned out all the directors except General Baxter, who remained for a long time one of Mr. Vanderbilt's confidential advisers. In 1879 he built a country-seat at Rutland, Vt., and established the Baxter National Bank of Rutland, of which he was president when he died. He was appointed by Gov. Fairbanks, of Vermont, Adjutant-General, and in that capacity superintended the enlistment and equipment of the Vermont troops in the rebellion. Near Rutland General Baxter had a large stock-farm, and bred thoroughbred horses. He had for a number of years control of the Rutland Marble Quarries. He was a director of the Continental Bank of this city and a member of the Union Club.

He leaves a widow and a son, Hugh H. Baxter.

The funeral will take place here on Tuesday afternoon and the burial will be at Rutland.—*New York Tribune*, Feb. 18, 1884.

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### GENERAL H. H. BAXTER.

GENERAL H. H. BAXTER died yesterday at his residence in this city. He had been in ill-health for about seven years, but by taking good care of himself he was able to go about up to within two days of his death. The General was the son of Judge Horace Baxter, of Saxton's River, Vt. In early life he embarked in mercantile pursuits in Boston. When the Boston & Burlington Railroad was being constructed the contractor failed, and the General took hold of the property and completed the road. This gave him prominence in the railroad business, and he was afterward engaged in the construction of the Cleveland & Toledo road. He succeeded Mr. Keep as the president of the New York Central, and when Commodore Vanderbilt got control he retained General Baxter in the board of directors. He was one of the original owners of the celebrated Rutland Marble Quarry. He built the Baxter National Bank, of Rutland, of

which he was president at the time of his death. Some years since he bought a large farm in Vermont, which he stocked with thoroughbred cattle, sheep and horses—a farm which has gained a world-wide reputation as one of most complete in the world. The General was in the sixty-seventh year of his age. He leaves a wife and one child, Hugh H. Baxter, who is about twenty-one years of age.—*New York Herald, Feb. 18, 1884.*

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### DEATH OF GENERAL BAXTER.

GENERAL H. H. BAXTER died last night at his residence, No. 588 Fifth Avenue. He was born in Saxton's River, Vt., about 1819, and was the son of Judge Baxter, of Vermont. He was for many years a director of the New York Central Railroad, and was its President for a short time after the death of Mr. Keep. For many years he was a prominent operator on Wall Street, but has virtually retired from business since 1869. He was for some years a partner of Rufus Hatch, and was one of the owners of the celebrated Emma Mine with Trenor W. Park. He was also prominent in the Panama Railroad, and amassed a fortune estimated at \$2,000,000. To his efforts and expenditure much

of the present prosperity of the flourishing town of Rutland, Vt., where he had a magnificent country residence, was due. The celebrated West Rutland Marble Quarries were once his property. He married a Miss Roberts, of Manchester, Vt., and his wife and one son survive him.—*New York World*, Feb. 18, 1884.

# Funeral Services.





FTER the appropriate funeral services of the Episcopal Church at the late residence of General Baxter, No. 588 Fifth Avenue, New York City, his remains were taken to the Grand Central Depot, and conveyed in a special car to Rutland, Vermont, where they arrived by the 2:30 train on the morning of February 20th. Notwithstanding the early and unseasonable hour, a large number of citizens had assembled at the depot awaiting the arrival of the remains. Business was nearly suspended in Rutland during the day of the funeral. The remains lay in state in the president's room at the Baxter National Bank from 9 o'clock till 2, "Grove Hall," General Baxter's summer residence, being closed for the season. Both the bank building and Trinity church, where the services were held, were crowded. The burial was at Evergreen Cemetery, and the procession was escorted there by the Kingsley Guard, which, with the Baxter Hose Company, had made a guard of honor at the bank.

ALL that was mortal of General H. H. Baxter was consigned to its last resting-place in Evergreen Cemetery yesterday afternoon. The lot is a beautiful mound, half natural, half artificial, laid out and arranged under the direction of the deceased. Here are buried Harry, a son of General Baxter, the gallant Col. Geo. T. Roberts, Miss Sally N. Rice and an infant child of Mrs. Rees. The grave is on the west side of the lot, near one of the drives. Yesterday was ushered in by boisterous winds and increasing cold, accompanied by rain and sleet, a fitting accompaniment to the grief of the mourners. The remains were placed in the president's room of Baxter bank, which was profusely draped, while flowers and plants added their mite in dispelling the gloom and awe. A large portrait of the deceased, heavily draped, hung over the mantel, while family portraits hung around the room. Cut flowers in a variety of forms and devices were placed on the casket at the head and foot. A guard of honor from the Baxter Hose Company and the Kingsley Guard were stationed in the room from 9 till 1, and during that time hundreds paid their last respects to the dead. At 2 o'clock a procession was formed, the cortege passing slowly to Trinity church, es-

corted by the above organizations, where the service for the dead was performed by Rev. Mr. Denslow and Rev. Mr. Lee. The chancel, desk, and font were covered with beautiful flowers and vines. Appropriate music was furnished by a quartet consisting of Misses Kingsley and Simpson and Messrs. Merrill and Benton. The bearers were Judge Veazey, C. E. Clark, J. W. Cramton, W. C. Landon, A. F. Walker, Judge Dunton, and Jesse Burdett. Geo. R. Bottum had charge of the services. At the conclusion of the services the remains were taken to Evergreen Cemetery. The following relatives and friends from abroad were present : Mrs. H. H. Baxter, Hugh H. Baxter, A. Sidney Baxter, Mr. and Mrs. Rees, Geo. W. Hodges, J. H. Hodges, Miss Hodges, Miss Roberts, D. D. Blodgett, Reginald Sayre, New York ; Horace Baxter, D. N. Baxter, Boston ; L. S. Drew, W. W. Henry, Wm. Wells, Geo. H. Bigelow, Burlington ; H. C. Nevins, Methuen, Mass ; Geo. F. Davis, Cavendish ; A. L. Miner, Manchester ; N. T. Sprague, Brandon, and many other prominent persons.—*Rutland Herald and Globe*, Feb. 21, 1884.

## GENERAL BAXTER'S OBSEQUIES.

THE remains of the late General H. H. Baxter arrived in Rutland on the 2:30 train over the Bennington road, Wednesday morning, and were immediately taken to the president's room in the Baxter bank building, where they lay in state from nine to one o'clock. A detail from the Kingsley Guards was stationed at the bank and did guard duty. The bank was appropriately trimmed with mourning, and a large display of floral offerings was placed at the head of the coffin. Notwithstanding the severe rain storm and wet, chilly weather, hundreds of people availed themselves of the opportunity to take a last look at the face of him who, in life, they had loved so well as a citizen and as a man; among them being many old railroad employees who had known him while engaged in the railroad enterprises of his early life, and nearly all the prominent citizens of the town and county. In respect to the memory of the deceased, the stores of the village were all closed, including the banks and other offices. The bank building and the Baxter hose house were appropriately draped and flags waved at half mast over them.

At 1:45 the family took their last view of the remains, after which the escort, consisting of the Kingsley Guard and Baxter Hose Company, escorted the remains to Trinity church. The bearers were J. W. Cramton, Charles Clark, W. G. Veazey, W. C. Dunton, Jesse Burdette, W. C. Landon, and A. F. Walker. At the church door the two Episcopal clergymen of Rutland, Rector H. M. Denslow of Trinity, and Rector E. P. Lee of Grace church, proceeded the remains up the broad aisles of the church, Mr. Denslow reciting the impressive words :

"I am the resurrection, and the life: he that believeth in Me, though he were dead, yet shall he live again."

The impressive services of the Church for the burial of the dead were conducted by Rev. Mr. Denslow, assisted by Rev. Mr. Lee.

The musical exercises of the occasion were appropriately rendered by the choir, they also singing the hymn "I would not live away." The chancel of the church was beautifully decorated with floral offerings. At the conclusion of the exercises at the church the escort re-formed and followed the funeral cortege to Evergreen Cemetery, where the final church service was performed over the grave.—*The Rutland Review*, Feb. 21, 1884.

